www.idosr.org Otosi *et al.*, 2024
©IDOSR PUBLICATIONS ISSN: 2579-0757

International Digital Organization for Scientific Research IDOSRJCIAH34.42
IDOSR JOURNAL OF CURRENT ISSUES IN ARTS AND HUMANITIES 10(1):34-42, 2024.
https://doi.org/10.59298/IDOSRJCIAH/2024/101.3442004

Exploring the Impact of Strategic Human Resource Management Variable (Innovation) on the organizational performance of Commercial Banks in Nigeria

Otosi F. Bassey[1], Adie A. Emmanuel[2], Faithpraise Fina O[3] and Ubi Ije[4]

[1]Business Management, Faculty of Management Sciences, University of Calabar, Nigeria
[2]Biomedical Engineering, Kampala International University, Uganda
[3]Computer Engineering, Faculty of Engineering and Technology, University of Calabar, Nigeria
[4]Business Management, Faculty of Management Sciences, University of Calabar, Nigeria

Corresponding author Email: ffaithpraise@gmail.com

ABSTRACT

The transformative potential of Strategic Human Resource Management (SHRM) elements, specifically focusing on innovation, and its dramatic impact on the performance of commercial banks in Nigeria are the topic of this article. This is an era of rapid technological breakthroughs and rising competition. The goal of the study is to understand how strategic HR practices can support innovation and how that innovation then affects key performance metrics in the Nigerian banking industry. Using a straightforward random sampling technique and a descriptive survey design, the study selected 388 participants at random from the 97,026 commercial bank employees in Calabar Metropolis, Cross River State, who make up the entire population. A standardized questionnaire with a five-point Likert scale that was self-administered was used to gather the data. To evaluate the hypotheses, the data were examined using multiple linear regression analysis, hierarchical analysis, and mean rating. According to the research, innovation significantly impacted commercial banks' performance management. Therefore, in order to eliminate the arcade mentality among employees, it was advised that human resource managers in banks always try to use innovative techniques for educating and retraining staff members.
Keywords: Strategic human resource management, commercial banks, innovation, performance, talent acquisition organizational culture.

INTRODUCTION

Nigeria's banking landscape is undergoing tremendous changes, necessitating a strategic approach to human resource management that promotes innovation. Human resource management has traditionally focused on personnel issues, but with the changing business climate, human resource management is now focusing on linking people as organizational assets to the firm's business plan [1]. Every firm that wishes to compete effectively must make a strategic decision to address its shortcomings and capitalize on the opportunities provided by its environment, particularly innovation. Nyaema [2] define strategies as statements developed by an organization to identify its business orientation, as well as patterns of activities, choices, and policies that drive an organization toward a goal or vision. According to Koch, [3], effective human resource management necessitates the development of strong human resource management systems within businesses. These systems play a distinct role in employee management, resulting in a competitive advantage. They elaborate on how HRM practices lead to positive and effective employee performance by developing well-qualified personnel through a variety of methods that include innovation and technology. The banking industry, like any other commercial organization, strives for a long-term competitive advantage in the marketplace. However, Nigerian commercial banks have been usually hesitant to implement new and modern methods of increasing customer service quality, which is ascribed to their inability to connect human resource plans with organizational strategies [4]. Organizations that fail to create human resource strategies are likely to underperform, and vice versa. According to Hassan [5], strategic human resource management can lead to a variety of benefits, including the organization's ability to fulfill its goals with minimal resistance, as well as organizational competitiveness, creativity, and innovation among personnel. Nyaema and Wambua, [2] and Hee and Jing, [6] observed that innovation, skill leadership, cost management, environmental scanning, strategic human resource planning, Strategic human resource management practices include strategic hiring and retention, as well as strategic training and development. Strategic staffing and retention, which include deploying workers based on their qualifications and expertise and attempting to keep them through fair salary, working conditions, and career advancement, would not suffice without innovation [7]. Human resource innovation is the implementation of new ideas, processes, and technology to better suit the organization's and workforce's ever-changing needs. It is not about finding a solution to a changing current condition, but rather about anticipating future demands and circumstances in order to realize the drive. Performance refers to how an organization runs in order to achieve successful outcomes through innovation. Every business must consider the operational and financial effects of performance, which is why it must be defined and linked to pre-established criteria. The phrase "performance" is used to describe the result of a plan to enhance the success determinant. Nonetheless, an autonomous workforce assessed both statistically and qualitatively (financial, non-financial, and operationally) is entirely necessary for performance. Consequently, in the context of the commercial banking sector, performance refers to excellence and encompasses profitability and productivity in addition to other non-cost elements like quality, speed, delivery, and flexibility. Maximizing current and future financial and operational performance is one of organizational management's most important goals [8]. Every firm is built on the foundation of operational efficiency. It describes the level of expertise with which different company functions are performed. It is a comparison of a business's inputs and outputs. This research aims to investigate the relationship between innovation and the success of the commercial banking sector.

LITERATURE REVIEW

Hamid et al. [9] draw attention to how important innovation is to the success of organizations. Nonetheless, little study has been done on the relationship between innovation in the banking industry and strategy human resource management (SHRM) factors. By shedding light on the ways in which strategic human resource (HR) practices can foster an innovative culture, this study closes the knowledge gap. Innovation is defined as a concept or item that a person or organization believes to be novel. The degree to which the notion is novel from the perspective of the individual impacts how that person will respond to it. A concept is innovative if it seems novel to the individual. An innovation is a technical understanding of how to perform something more effectively than the current state of the art. [10]. Because of this, an important factor in an organization's performance is its level of innovativeness, which is related to its ability to innovate—that is, to introduce new ideas, products, or processes into the market and organization [11]. Innovation orientation aids businesses in their quest for novel offerings that might meet the wants of their clientele. This is because it is a crucial factor in effectively matching customer needs with a quality offering, which may propel a company's success. According to Ferreira et al. [12], innovation has a substantial positive impact on a company's performance by helping it keep or grow its market share and outperform rivals. There exist numerous instances in which the banking industry innovates by showcasing its current products to clients in novel ways. Banks can significantly boost their competitiveness by improving their current product offerings. According to Omondi et al. [13], inadequate planning on HR-related matters, inadequate communication and decision-making procedures, and inadequate job orientations—which include a deficiency of substantial attempts to establish precise expectations regarding the necessary work behaviors of the new hires—are the factors that impact the adoption of strategic HRM practices by Kenyan commercial banks.

According to Orji et al. [14], comprehensive training, empowerment, performance-based compensation, and service quality are all significantly correlated. Rajapathirana and Hui, [15] examined the benefits of technology innovation for people, time, and work, with the end outcomes being increased customer base, profits, productivity, and high-quality service delivery. A bank's or other business organization's operating power is the utmost output that can be obtained from the applied inputs. While technical innovation plays a significant role in creating innovative work processes that enhance productivity and quality, operational competence is a vital factor in achieving business excellence. The company's resources are managed methodically to get the best possible outcomes. Having an adequate and economical system in place is essential to operating efficiently. For any company, particularly commercial banks, it is the primary factor in determining long-term solvency. It is true that operating efficiency and financial risk—two subgroups of innovation—are firm-specific factors that influence financial performance.

Numerous research works have examined strategic HRM methods; however, very few, if any, have examined how strategic HRM variables such as innovation affect commercial banks in Nigeria's performance management. By examining the effects of strategic HRM variables (innovation) on commercial banks' performance in Nigeria, this study aims to bridge that gap and contribute to the body of work in this area.

The performance of a company is defined by how effectively new initiatives and daughter firms survive in this climate. The process of determining how efficiently and successfully a company achieves its goals and objectives is known as performance measurement [16]. Effectiveness means how well the organization is fulfilling the needs of their customer and efficiency means how economically the company is producing the final product [17].

Institutional theory is focusing on the adaptation and diffusion of new knowledge. The institutional theory explains the hurdles faced by organizations or intuitions in extracting knowledge from the external environment. This theory explains an organization's structure, its norms and values, and how new technologies are adopted and assimilated by it. This theory is selected as it aligns with the product and process innovation, which are independent variables in this study.

Diffusion Innovation Theory (DOT) was given by E.M Rogers in 1962 and this has been applied in different fields like marketing, supply chain management. This theory explains how effectively and readily new technologies and new products are spread among the population from the introduction to wider adoption. This theory explains how and why new ideas are accepted by a study and concerning time how these ideas become the roots of a culture. This study is checking the impact of different variables on product success. When a product is successful it will spread across the population and the rate of its consumption will increase over time. The success of a product depends on the rate of diffusion into the market, a successful product spread more easily and steadily as compared to the failed product. Diffusion Innovation theory also helps for early recruitment. In this study, we have included customer co-creation activities which is a kind of recruitment before the manufacturing of the final product such that the customer will contributes their opinion and feedback.

The information provided by customer involves in co-creation activities help to design a successful product and a successful product will penetrate the market more fluently.

People are motivated to use the technology by its capability and related intentions. Attitude impacts these behavioral intentions which is a common image of the technology.

According to this model, the decision of the users regarding the usage of technology is affected by various factors when a new technology is exposed to them.

METHODOLOGY

Using a mixed-methods approach, this study examines performance data quantitatively and qualitatively by conducting surveys and interviews with HR professionals working for Nigerian commercial banks. A thorough grasp of the relationship between SHRM factors (innovation) and performance, with organizational culture serving as the mediating variable, will be obtained through data triangulation as illustrated in the conceptual frame work below.

Figure 1: Organizational Performance, Innovation and Organizational culture

Method of data collection

Self-administered questionnaires on the observations, opinions, and viewpoints of a subset of the staff about the factor innovation and organization performance under investigation were used to gather primary data. To collect data on different study aspects, the questionnaire was segmented into sections. The respondents' demographics, organizational performance as the dependent variable, organizational culture as the moderating variable, and the SHRM variables innovation as independent variables. With the assistance of certified research assistants, the respondents were asked to complete a 5-point Likert scale questionnaire for the study.

Sample size determination

The sample size was determined using Taro Yamen's formula below. The estimation procedure is as follows:

$$n = \frac{N}{1+N(e)^2} \quad \text{Eqn. 1}$$

Where:

n = Sample size
N = Finite population
e = Level of significance at 0.05 or 5%
I = Constant

97,026/1+0.0025*97026 = 97026/243.565= 398

This means that 398 employees of commercial banks and study participants make up the sample size. The 13 commercial banks in this study were chosen using a simple random sampling method called ballooning. Based on the number of branches in Calabar Metropolis, as indicated in Table 1, the sampling banks were chosen.

Table 1: Banks population and sample size

	Selected banks	No. of branches	Population	Sample size
1	Fidelity Bank	2	5544	22
2	FCMB	3	8316	34
3	GTB	3	8316	34
4	First Bank	6	16638	66
5	Access Bank	3	8316	34
6	Union Bank	3	8316	34
7	UBA	4	11088	44
8	Zenith Bank	4	11088	44
9	Ecobank	3	8316	34
10	Citibank	1	2772	13
11	Heritage Bank	1	2772	13
12	Keystone Bank	1	2772	13
13	Polaris Bank	1	2772	13
	TOTAL	**35**	**97026**	**398**

Table 1 below lists a few chosen banks along with the number of branches, employees, and sample size in Calabar Metropolis for each bank.

Test of reliability

A reliability test employing the Cronbach Alpha formula was conducted to ascertain the consistency of the data instrument in order to guarantee its stability and consistency, as seen below:

$$\alpha = \frac{K\bar{c}}{[\bar{V}+(K-1)\bar{c}]} \quad \text{Eqn. 2}$$

Where,

α = Alpha
k = Number of items
$\bar{c}$ = The average of covariance among the items
$\bar{v}$ = The average variance of each item

A reliability test yielded a Cronbach alpha of 0.70, certifying the research instrument as reliable. Trial testing on thirty employees of three carefully chosen microfinance banks (Calabar, Ekondo, and First Royal Microfinance banks) in Calabar, Cross River State, using a judgmental sample technique, validated the research instrument's reliability. The Cronbach's alpha reliability index was estimated using the respondents' data. Given that the R-value falls between 0.82 and higher, the instrument was regarded as dependable. The results of the Cronbach Alpha reliability test are displayed in Table 2.

Table 2: Reliability estimates

S/N	Variables	No. of items	Cronbach Values
1	Innovation	5	0.82
4	Organizational culture	5	0.92
5	Organizational Performance	5	0.87

Source: (*Otosi 2022*)

Analytical techniques

To ascertain the frequency and proportions of the variables, descriptive analysis was employed, as seen in Faithpraise et al. [18] and Faithpraise et al. [19], where frequencies and percentages are used in the descriptive statistics for the biodata. The findings were displayed as tables for ease of comprehension and interpretation, and the hypotheses were examined using multiple linear regression and hierarchical analysis, as shown in Okon et al. [20], to ascertain the degree to which each component of the independent variable influences the dependent variable. The coefficient and p-value were determined.

Data presentation and interpretation

Table 3: Administration and return of questionnaire

S/N	Option	Frequency	Percentage
1	Number of questionnaires completed and returned	393	98.87
2	Number of questionnaire not returned/discarded	05	1.13
	Total	**398**	**100**

Source: Field Survey, 2022

Table 3 revealed that 98.87 per cent of (398) copies of questionnaire administered were duly completed and returned administered. On the other hand, 1.13 per cent copies of questionnaire were not returned. Therefore, analysis of this study was based on 393 returned copies of questionnaire.

RESULTS

Table 4: Demographic representation of the respondents

Demographic	Total	Percentage (%)
Gender		
Male	214	54.5
Female	179	45.5
Total	393	100.0
Age		
18-25	108	27.5
26-35	73	18.6
36-45	70	17.8
46-55	71	18.1
56 and above	71	18.1
Total	393	100.0
Marital status		
Single	145	36.9
Married	214	54.45
Divorced	14	3.56
Widow/Widower	20	5.09
Total	393	100.0
Educational qualification		
Diploma/NCE	52	13.23
B.Sc/HND	161	40.97
Master's	130	33.08
Ph.D	30	7.63
Others	20	5.09
Total	**393**	**100.0**

Source: (Otosi, 2022)

According to Table 4's demographic profile, there were 214 male respondents, or 54.5 %, and 179 female respondents, or 45.5%. Regarding the age range, the data showed that 108 respondents, or 27.5%, were between the ages of 18 and 25. 73 respondents, or 18.6%, were between the ages of 26 and 35. 70 respondents, or 17.8%; 71 respondents, or 18.1%, were between the ages of 46 and 45; and 71 respondents, or 18.1%, were between the ages of 56 and above. According to their marital status, 145 respondents, or 36.9% of the sample, were single; 214 respondents, or 54.45% of the sample, were married; 14 respondents, or 3.56% of the sample, were divorced; and 20 respondents, or 5.09%of the sample, were widows or widowers. Based on their educational background, 52 respondents, or 13.23% of the sample, got a diploma or NCE. A total of 161 respondents, or 40.97 %, held a B.Sc. or HND; 130

respondents, or 33.08 percent, had a master's degree; 30 respondents, or 7.63%, held a Ph.D.; and 20 respondents, or 5.09% held any other type of educational qualification.

TABLE 5

		Innovation	Org. cult.	Perf.
Innovation	Pearson Correlation	1	.357**	.388**
	Sig. (2-tailed)		.000	.000
	N	393	393	393
Org. cult	Pearson Correlation	.357**	1	.581**
	Sig. (2-tailed)	.000		.000
Perf.	Pearson Correlation	.388**	.581**	1
	Sig. (2-tailed)	.000	.000	

TABLE 6

		Innovation	Org cult	Perf.	Valid N (listwise)
N	Statistic	393	393	393	393
Minimum	Statistic	4	4.0	4	
Maximum	Statistic	15	16.0	16	
Mean	Statistic	13.60	14.214	13.94	
Std. Deviation	Statistic	1.614	2.5010	2.211	
Skewness	Statistic	-3.434	-1.916	-1.767	
	Std. Error	.123	.123	.123	
Kurtosis	Statistic	15.525	3.320	4.650	
	Std. Error	.246	.246	.246	

Tests of hypotheses

The null version of the following theories was expressed.

H0: The organizational performance of commercial banks in Nigeria is not significantly correlated with innovation,

H1: The organizational performance of commercial banks in Nigeria is significantly correlated with innovation,

Table 7: Analysis of variance (ANOVA) for the relationship between Innovation, and organizational performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1835.960	4	458.990	584.770	.000b
	Residual	304.544	388	.785		
	Total	2140.504	392			

a. Dependent Variable: organizational performance

b. Predictors: (Constant), innovation.

Table 8: Coefficients for the relationship between Innovation and organizational performance

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4.476	.516		8.673	.000
	Innovation	-.186	.032	-.151	-5.897	.000

a. Dependent Variable: organizational performance

The capacity of innovation to affect organizational performance is demonstrated by the regression tables (Tables 7 and 8) above. The model summary, The f-test (584.770, P<0.001) of the relationship in Table 7 indicates that the overall prediction of the independent variables to the dependent variable is statistically significant; therefore, the regression model is a good fit for the data and provides sufficient evidence to conclude the organizational performance of commercial banks in Nigeria.

Table 8 is the coefficients table, which provides the necessary information on the ability of each of the strategic human resource management variables to predict organizational performance in the selected commercial banks. This revealed the individual contributions of each variable to the model.

The relationship in Table 7 f-test (584.770, P<0.001) shows that the independent variables' overall prediction is statistically significant. As a result, the regression model fits the data well and offers enough proof to draw the conclusion that the strategic HRM variables—innovation—have an impact on the organizational performance of Nigeria's commercial banks.

The coefficients table, found in Table 8, offers the essential details regarding each strategic HRM variable's capacity to forecast operational efficiency in the chosen commercial banks. This demonstrated the unique role that every variable played in the model.

This is evident from the fact that the variable has P-values less than.005. The standardized beta coefficients for innovation are -.151 associated with a t-value of -5.897 and p<. 005.

Effect of innovation on organizational performance:

According to the first hypothesis's result, innovation has a major impact on how well commercial banks perform in terms of organizational performance. This finding suggests that, in the commercial banking sector, innovativeness is a useful strategic instrument for human resource management. This outcome is consistent with Rogers' [10] research, which found that people may view any novel concept as innovative, particularly if it benefits an organization and feels novel to them. A technological understanding of how to accomplish tasks more effectively than the current state of the art constitutes an innovation. According to Jaakola [21], human resource management will always require those creative concepts.

For this reason, a company's ability to innovate or introduce new ideas, procedures, or products into the business should be viewed as a crucial element of its success [11]. According to the research, innovation can significantly affect an organization's performance in the following ways:

New technologies, approaches, or best practices that simplify operations, eliminate bottlenecks, and enhance workflow generally result from innovations. These processes are then identified and put into place.

By automating repetitive operations, reducing errors, and speeding up processes, the incorporation of cutting-edge technologies like automation, artificial intelligence, and machine learning may greatly improve operational efficiency. Collaboration and information exchange among team members are made easier by cutting-edge communication and collaboration solutions. Improving communication makes decisions more quickly, lessens miscommunication, and fosters an environment where people work more productively. The ability to quickly adjust to shifting internal needs or external market conditions is one way that innovation fosters organizational agility. Its adaptability enables businesses to quickly modify their operations, maintaining their effectiveness and ability to respond to changing demands.

Products or services that better match customer expectations are developed as a result of innovations that prioritize comprehending and satisfying customer wants. Organizational performance may benefit from higher client satisfaction, loyalty, and repeat business as a result.

Reducing operating expenses and maximizing resource usage are common goals of innovative solutions. Cost reduction immediately contributes to increased performance, whether through supply chain management, energy-efficient technologies, or process automation.

Innovations that provide workers with improved equipment, instruction, and resources can greatly increase output. This can entail implementing new software, instructional plans, or teamwork tools that facilitate task management and raise worker productivity levels.

Businesses that regularly innovate tend to have a competitive advantage in the marketplace. This advantage increases market share and overall operational efficiency through enhanced customer experiences, enhanced processes, or differentiated products. To sum up, innovation is critical to increasing operational efficiency because it can streamline procedures, make better use of technology, enhance communication, encourage adaptability, and ultimately position the company to prosper in a changing business climate.

As previously said, innovation can have a major positive impact on an organization's performance, with visible effects.

Organizational culture serves as a critical mediating variable for various aspects of performance in commercial banks. A culture that fosters innovation encourages employees to think creatively, take calculated risks, and explore new ideas. Banks with a culture of innovation are more likely to invest in research and development, experiment with new products and services, and adapt to changing market dynamics. This leads to the development of innovative solutions that improve performance processes, enhance customer satisfaction, and drive competitive advantage.

CONCLUSION

The attainment of success by Nigerian banks is significantly dependent on strategic human resource management. The study suggests that innovation has a great impact on the performance of commercial banks. It's also important to remember that, in commercial banks, organizational culture is crucial to attaining peak performance. Therefore, the results highlight how crucial it is for commercial banks to properly and more intently focus on developing and putting into practice powerful strategic HRM strategies in order to enhance and sustain success, which is one of the majors of organizational culture.

The following recommendations were made after careful study of the research findings:

1. In order to attain organizational performance, human resource managers at banks should constantly strive to implement innovative techniques for training and retraining employees, with the goal of dispelling the arcade mentality among staff members.
2. To assess how well innovation contributes to organizational profitability, human resource managers at banks should place a strong emphasis on the evaluation of innovative processes.
3. Human resource managers at banks should make it mandatory for their staff to have a variety of talents in order to satisfy clients. Their happiness will grow the bank's clientele.
4. Managers of human resource management (HRM) at commercial banks in Nigeria should always engage in risk management to find new opportunities and discuss potential concerns that could compromise the provision of high-quality services.
5. In order to attain great organizational performance, human resource managers at banks should always ensure that organizational culture is regarded as a standard that all workers must adhere to.

REFERENCES

1. Goswami, A. (2018). Human resource management and its importance for today's organizations. Journal of Advances and Scholarly Researches in Allied Education, 15(3), 128-135.
2. Nyaema, W. R. & Wambua, P. (2019). Strategic human resource management practices retention in commercial banks in Nairobi City Country, Kenya. *Journal of Human Resource and Leadership*, *4*(2), 73-89.
3. Koch, M. J. (2021). Improving labour productivity: Human resource management do matter: *Strategic Management Journal*, *17*, 335-354.
4. Abenewe, D; Ogbulu, F. & Ndugbu, A. (2018). Strategic human resource management: Determinants of fit. *Research and Practice in Human Resource Management*, *14*(2), 49-60
5. Hassan, R. (2019). Training and development impact on organizational performance: Emperical evidence from oil and gas sector of Pakistan. *IOSR Journal of Business and Management*, *16*(1), 67-72
6. Hee, O. C. & Jing, K. R. (2018). The influence of human resource management practices on employee performance in the manufacturing sector in Malaysia. *International Journal of Human Resource Studies*, *8*(2), 129-134.
7. Magutu, O. P., Mbeche, I. M., Bitange, N. R., Nyaanga, R. O. & Ogoro, O. T. (2021). Quality management practices in Kenyan educational institutions; The case of the University of Nairobi. *Africa Journal of Business and Management (AJBUMA)*, 2(1), 6-11.
8. Kisaka, S. E., Sakina, L. S. & Wafubwa, B. M., (2014). X-efficiency of commercial banks in Kenya. *Research Journal of Finance and Accounting*, *5*(14), 1697-2222Boxall, P., Purcell, J. & Wright, P. (2019). *Human resource management: Scope, analysis and significance.* Oxford University Press.
9. Hamid Tohidi and Mohammad Mehdi Jabbari / Procedia Technology 1 (2012) 560 – 564
10. Rogers, D. (2015). *The Icarus Paradox: How exceptional companies bring about their own downfall.* Harper Business
11. Hult, O. (2004). A comparison of four multi-attribute models in the prediction of consumer attitudes. *Journal of Consumer Research*, *2*(1), 38-52.
12. Ferreira, J., Cardim, S., & Coelho, A. (2021). Dynamic capabilities and mediating effects of innovation on the competitive advantage and firm's performance: The moderating role of organizational learning capability. *Journal of the Knowledge Economy*, 12, 620-644.
13. Omondi, C., Magutu, A., Onsorgo, D. & Abong'o, G. (2019). Specialization of environmental scanning activities among upper-level executives. *Journal of Management Studies*, *18*, 299-320.
14. Orji, L., Olaniyi, D., Oladele, T. & Mhirna, O. (2022). Assessing the quality of conference hotel service product: Towards an empirical based model. *The Service Industries Journal*, *10*(4), 700-721.
15. Rajapathirana, R. J., & Hui, Y. (2018). Relationship between innovation capability, innovation type, and firm performance. Journal of Innovation & Knowledge, 3(1), 44-55.
16. Islami, X., Mulolli, E., & Mustafa, N. (2018). Using Management by Objectives as a performance appraisal tool for employee satisfaction. Future Business Journal, 4(1), 94-108.
17. Taouab, O., & Issor, Z. (2019). Firm performance: Definition and measurement

models. European Scientific Journal, 15(1), 93-106.
18. Faithpraise, F. O., Otosi, F., Idika, Delight O, Efiong Eme Joe, Udie, C. A., & Orji, E. I. (2019). Advocacy of AI skills acquisition a panacea for youth unemployment in South-South Nigeria. International Council for Education Research and Training, Vol. 02, Issue 04, 190-206 ISSN: 2959-1376 pp 190-206
19. Faithpraise, F. O., Otosi, F. B., Enang, A. U., Obisung, E. O., Effiong, E. J., & Inah, E. (2022, April). COVID-19 Vaccination Acceptability Survey among Staff and Students in Nigerian Universities. In *2022 IEEE Nigeria 4th International Conference on Disruptive Technologies for Sustainable Development (NIGERCON)* (pp. 1-5). IEEE
20. Okon, I. E., Ikelegu, M. E., Agorye, A. O., Faithpraise, F. O., & Bassey, O. F. (2021). Ordinal Regression Modelling of Tricycle Modal Comfort in Calabar, Nigeria: Passengers' Perception. *Review of International Geographical Education Online*, *11*(9).
21. Jaakola, H. (2006). Measuring perceived service quality using SERVQUAL: A case study of the Croatian Hotel Industry. *Management*, *5*(3), 195-209.

CITE AS: Otosi F. Bassey, Adie A. Emmanuel, Faithpraise Fina O. and Ubi Ije (2024). Exploring the Impact of Strategic Human Resource Management Variable (Innovation) on the organizational performance of Commercial Banks in Nigeria. IDOSR JOURNAL OF CURRENT ISSUES IN ARTS AND HUMANITIES 10(1):34-42. https://doi.org/10.59298/IDOSRJCIAH/2024/101.3442004